NAHCR
NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

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RECRUITMENT SURVEY
June, 1987

Provided by:

Nursing87

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SUMMARY

The 1987 survey documents the nursing shortage:

- The number of RN FTE vacancies (37) is up significantly over the 27 average last year and the low 13/17 of 1984/85.
- Nationwide, the individual 9% RN FTE vacancy rate is greater than the 7% reported last year.
- Respondents expect to recruit 99 FTE RNs this year--up significantly from 87 last year and the lows of 70/73 in 1984/85. Recruitment budgets are up 10% nationwide.
- While ICU/CCU remains the nursing specialty that is hardest to fill (64%), medical/surgical (26%) ranks second as it did in the early 80s and not fifth as in 1986.
- Physical therapist (66%) is the most difficult position to fill for the 67 respondents recruiting for allied health personnel.
- Respondents are spending more time on recruitment (71%--back to 1980 levels) and half (53%--up from 15% last year) say they took more recruitment trips this year than in previous years.

REGIONS

Northeastern: WV, VA, MD, DC, DE, PA, NJ, NY, VT, NH, CT, RI, MA, ME

Southern: TX, OK, LA, AR, MS, AL, TN, FL, GA, NC, SC, NM

North Central: ND, SD, MN, IA, WI, IL, NE, KS, MO, KY, IN, MI, OH

Western: WA, MT, OR, ID, CA, NV, AK, HI, UT, WY, CO, AZ

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BACKGROUND

The 1987 Recruitment Survey was sent to members of the National Association of Health Care Recruiters on February 27, 1987. Information was requested concerning bed capacity, staffing, employee benefits in the facilities for which they recruit, and about recruitment methods and duties associated with the recruiter position. The questionnaire was a modification of the 1986 form and included a section about recruitment of allied health care personnel. A follow-up postcard was mailed on March 27, 1987.

Data presented in this year's report is for selected years only. Please refer to the June 1984 and 1985 reports for specific information on the years since 1980 which are not included.

METHOD AND RESPONSE

Questionnaires were sent to 560 recruiters from a NAHCR membership of 654. As in previous years, the names of NAHCR members employed by the same facility were combined into one request for information. An attempt was again made to delete the names of agencies and recruiters for hospital corporations due to the incompatibility of their numerical data with individual hospitals. Data from recruiters serving hospital complexes with 2 or 3 facilities is included in the study.

	Questionnaires Mailed	Tabulated Responses	Response Rate
Region:	#	#	%
Northeastern	175	68	39
Southern	147	35	24
North Central	141	40	28
Western	97	33	34
National	560	176	31

Information about 176 facilities was tabulated giving a response rate of 31%--similar to 1984/85 but below the average of 37% for 1986 and 1980-83. The lower response rate may be due to increased recruiting activity this spring and/or the number of times recruiters have been surveyed. The number of facilities reporting is the lowest to date--176--and please note that regional comparisons should be made with caution due to the small number of facilities (33 - 40) in all areas except the Northeast.

HOSPITAL DATA

According to the responses tallied from the recruiters, the average number of beds is 470--almost identical to the 474 last year. The general composition of survey hospitals by bed capacity has not varied over the past 4 years with the majority in the 100-499 (62%) and 500-999 (31%) range. A few have 1000 or more beds (6%) or less than 100 beds (1%).

The percentage of respondents reporting a decrease in bed capacity continues to decline (8% vs. 12% in 1986 and 16% in 1985). Slightly more (13% vs. 10%) show an increase and a comparable 79% remain the same. The average daily patient census of 76% is similar to the past three years.

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The national average for budgeted FTE (full-time/full-time equivalent) RNs, 432, is higher than the 415 of 1986 and the 4% increase is equal to the average 5% annual increment since 1980. The ratio of bed capacity per FTE RN (1.09 nationally) continues to drop steadily from the high 1.56 of 1980. The daily patient census/nurse ratio (0.83 nationwide) is down from 0.87 last year and also continues a steady decline from the 1.27 in 1980.

	Bed Capacity::One FTE RN				Daily Patient Census::One FTE RN			
	1987	1986	1984	1980	1987	1986	1984	1980
Northeastern	1.10	1.03	1.34	1.59	0.93	0.85	1.12	1.31
Southern	1.19	1.34	1.38	1.59	0.85	1.03	1.04	1.28
North Central	1.03	1.21	1.17	1.63	0.71	0.85	0.92	1.36
Western	0.97	0.94	0.97	1.26	0.78	0.72	0.71	1.00
National	1.09	1.14	1.25	1.56	0.83	0.87	0.97	1.27

How to read the table: Nationwide in 1987, one FTE nurse is responsible for 1.09 beds based upon the total beds available in the hospital. One nurse is responsible for 0.83 of those occupied on a daily average.

Nationwide, 45% (vs. 42% in 1986) indicate no change in the staffing mix of full-time and part-time RNs. Fewer this year (27% vs. 35% in 1986) report more part-time and approximately the same number (23% vs. 21%) report fewer part-time.

BUDGET

More hospitals this year (71% vs. 63%/64% in the past), have a separate recruitment budget, and fewer (28% vs. 35%/36%) do not. Larger hospitals (500+ beds) are more apt to have separate budgets (78%) than smaller facilities (66%). Again, the majority of the 125 respondents with separate budgets (90% - 113 individuals) provide budget data. Recruitment budgets, averaging $113,808 in 1987, show an increase over the $103,275 last year--up 10% nationally.

Nationwide, more respondents this year report a budget increase (57% vs. 43% in 1986) and fewer a decrease (12% vs. 26%). While decreases are the same regardless of hospital size, more large hospitals (500+ beds) register an increase (62%) than those with less than 500 beds (54%).

The majority of facilities with separate recruitment budgets start their fiscal year in July (38%), January (26%), or October (20%).

The national average for the number of FTE RNs to be recruited this year, 99, is up substantially from 87 last year and the 70/73 in 1984/85 but less than the high 110 of 1980. The number of RN FTE vacancies is also higher than last year--37 nationally vs. 27 last year and the lows of 13/17 in 1984/85.

The 9% calculated value for the percentage of nursing vacancies in each hospital--the number of RN FTE vacancies divided by budgeted number of RN FTE--is also greater than the 7% in 1986.

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As in the past, ICU/CCU is the nursing specialty that is hardest to fill (64%). However, this percentage is down significantly from the 82% last year and is comparable to earlier levels of 60% - 65%. A quarter of the recruiters (26%) this year mention medical/surgical--up significantly from 10% in 1986 and ranking second in difficulty as it did in the early 80s although not up to the record high of 42% in 1980.

RECRUITMENT PROGRAM

The 20% national turnover rate is inching up from the low 18% in 1984-1986 but is still much below the 30% and 27% in 1980/1981. The cost per hire continues to rise and is now $1,436 nationally--up 13% over 1986.

The use of recruiting/employment agencies, 27% nationwide, is equal to last year and up from the 20% in 1985 and 16% in 1984--back to the 27%/30% in 1980/1981.

As in the past, virtually all recruiters utilize local advertising (98%) and career days (90%) to recruit nursing personnel. Those using these two methods consider local advertising most (60%) or moderately (37%) successful; and career days, most (37%) or moderately (49%) successful. Approximately two thirds of the respondents use non-local advertising, individual campus visits (69% each), national journal advertising (65%), career directories and job fairs (63% each), and student nurse conventions (62%). Not surprisingly, medium size and large hospitals (300+ beds) are more apt to use journal advertising (73%) and career directories (70%) than those with less than 300 beds (46% and 42%, respectively).

Half of the respondents (53%) made more recruitment trips this year than in 1986--up dramatically from the 15% in last year's survey. Nationwide, recruiters made an average of 10 trips last year.

ALLIED HEALTH RECRUITMENT

Two fifths of the respondents (38% - 67 individuals) provide information about the recruitment of allied health personnel. Broader health care recruitment responsibilities are more usual in the West (52%) than in the South (29%) and about average in the Northeast (38%) and North Central (35%) regions. Interestingly, allied health recruitment is reported by more respondents in hospitals with less than 500 beds (43%) than in larger facilities with 500+ beds (28%).
(Only national values are reported in the tables since regional numbers of 10 to 26 are too small to produce meaningful percentages.)

Recruiters report an average of 14 (median of 10) allied health vacancies and expect to recruit an average of 67 (median of 25) allied health personnel this year. (The average is so much higher than the median because 12 recruiters aim for 100 or more.) Nursing vacancies are higher (average of 37, median of 30) as are projected hires (average of 99, median of 62).

The annual turnover rate for allied health personnel is 18 (average and median)--comparable to the turnover rate for nurses. The average $424 (median $378) cost per FTE allied health hire is considerably lower than the average $1,436 required to hire a FTE nurse.

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The hardest positions for allied health recruiters to fill are Physical therapists (66%) and Pharmacists (28%). When asked what recruiting methods had been most successful, respondents list local advertising (46%) followed by national professional journal advertising (27%), non-local newspaper advertising (16%), and career days (13%).

BENEFITS

As in the past, virtually all facilities offer pension plans (95%), credit unions (91%), and tax sheltered annuities (90%) with little change over the last three years. Tax shelters and pension plans are more available in North Central states (98%/100%) than in the South (86%). More credit unions are found in the West (100%) and fewer in the Northeast (85%).

In all regions, pro-rated benefits for part-time employees (86%) are more prevalent then full benefits (22%). The percentage of facilities offering full-time benefits is below the 26%/28% of 1985/86. Interestingly, some of the 152 facilities offering pro-rated benefits this year (20%) also offer some full-time benefits to part-timers.

Dental insurance is offered by 85% of the facilities--up from the 75% reported in 1984, the last time this benefit was listed. Dental insurance is more available in the North Central and Western states (90%/94%) than in the Northeastern and Southern states (79%/80%). Pharmacy discounts (81% nationwide) are down slightly from the 85%/86% reported in 1985/86.

Approximately a third of health care employees have access to wellness (37%) and child care (32%) centers--both values comparable to last year. While child care centers show little regional variation, significantly more wellness centers are found in the South and West (46%/48%) than in the Northeast (28%).

Benefits/opportunities offered specifically to nurses show some small changes during the past year. Slightly more facilities are offering orientations or internship programs for new graduates (82% vs. 78%) and refresher courses to retrain nurses returning to work (18% vs. 12%)--both values close to 1984 levels.

Tuition reimbursement is available to 95% nationwide and has been climbing steadily since the 84% initially recorded in 1980. The majority of nurses still receive paid time off to attend seminars/continuing education (84%). However, this percentage has dropped steadily since the 94% in 1984 (the first year the option was listed).

Benefits/opportunities offered to nurses in this year's questionnaire included two new options: evening/weekend shift differential payment and critical care internships. Differential payment--78% nationwide and in the North Central area--is more usual in the South (86%) and Northeast (82%) than in the West (64%). Critical care internships--47% nationwide and 48%/49% in the West and Northeast--are found more often in the South (57%) and less often in the North Central states (33%).

Clinical laddering (44%) and work study programs for students (30%) are comparable to last year.

SALARY

The average base salary for a staff nurse ($21,127 nationally) and for a DON ($39,335) are 5% higher than in 1986. The average base salary for a head nurse, $26,139, is a 2% increase over last year.

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With the increased emphasis upon requiring a BSN degree for nurses, it is interesting to note that the percentage of facilities (22% nationwide) now paying more for a BSN than for a Diploma or Associate Degree nurse continues to drop--down from the 24%-33% of the previous 5 years.

Average salaries for LPN/LVNs range from $14,750 to $19,944. Therapists receive an average of $18,800 to $31,333 with average ranges for Physical therapists of $22,713 - $31,333; Occupational ($21,492 - $29,794); and Respiratory ($18,800 - $25,236). Pharmacists are paid from $27,829 to $37,494.

Although numbers are small, salaries in the West continue to be higher than in other areas for all positions.

NURSE RECRUITER

The average respondent's salary is $31,167 and as in previous years the West is high ($34,029) compared to other areas ($29,808 - $31,239). The 6% salary advance over 1986 is comparable to last year's increase.

The percent of time that respondents spend on recruitment has risen again this year (71% nationwide vs. 64% last year--up from 57%/59% in 1984/85 and equal to the 71%-73% in the early 1980s). Time spent in recruiting appears to be proportional to hospital size, progressing from an average of 50%/60% in smaller hospitals (less than 300 beds) to 73% - 79% in facilities with 500+ beds.

As in the past, almost all respondents recruit for RNs (98%) and a majority for LPN/LVNs (78%) and nurses aides/orderlies (61%). A third of the respondents (31%) recruit for a satellite facility at a location off the main hospital campus.

Nurse Recruiter continues to be the major title given by respondents (29%) although continuing to decline over time--down 3 percentage points over last year.

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HEALTHCARE RECRUITMENT SURVEY

JUNE 1987

HOSPITAL DATA

In what region is your facility located?

	1987 #	1986 #	1984 #	1980 #
Northeastern	68	60	103	50
Southern	35	48	94	85
North Central	40	62	97	75
Western	33	34	51	32
National	176	204	345	242

What is the bed capacity of the hospital for which you recruit?

	40-99 beds		100-299 beds		300-499 beds		500-999 beds		1000+ beds	
	1987 %	1986 %	1987 %	1986 %	1987 %	1986 %	1987 %	1986 %	1987 %	1986 %
Northeastern	1	-	34	28	29	38	31	30	4	3
Southern	3	4	20	25	26	23	40	33	11	15
North Central	-	-	23	16	40	50	33	29	5	5
Western	-	-	27	29	48	56	18	12	3	3
National	1	1	27	24	35	41	31	27	6	6

What is the bed capacity of the hospital for which you recruit?

	Average 1987 #	1986 #	1984 #	1980 #	Range 1987 #
Northeastern	429	442	468	486	(60-1300)
Southern	576	582	458	438	(92-2068)
North Central	514	474	458	490	(107-1489)
Western	387	379	356	379	(130-1100)
National	470	474	446	456	(60-2068)

How does this compare to the capacity in 1986?

	Increase 1987 %	1986 %	1984 %	Decrease 1987 %	1986 %	1984 %	Same 1987 %	1986 %	1984 %
Northeastern	6	8	7	7	13	8	85	78	85
Southern	14	8	21	9	6	4	77	83	73
North Central	18	3	8	15	19	19	68	77	73
Western	18	29	16	-	6	4	82	65	78
National	13	10	13	8	12	9	79	77	77

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?

	Average 1987 #	1986 #	1984 #	1980 #	Range 1987 #
Northeastern	390	429	350	306	(24-1414)
Southern	486	434	331	275	(44-1300)
North Central	497	390	391	300	(75-1400)
Western	398	402	366	300	(95-1060)
National	432	415	358	293	(24-1414)

Has the mix of full-time and part-time RNs changed in the past year?

	Yes, more full-time/ fewer part-time 1987 %	1986 %	Yes, fewer full-time/ more part-time 1987 %	1986 %	No change 1987 %	1986 %	No Answer 1987 %	1986 %
Northeastern	22	27	19	28	56	47	3	2
Southern	17	17	29	33	46	44	9	6
North Central	40	26	23	37	33	34	5	7
Western	9	9	48	47	39	44	3	3
National	23	21	27	35	45	42	5	4

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HOSPITAL DATA (Continued)

What is the average daily patient census?

	1987	1986	1984	Range 1987
	%	%	%	%
Northeastern	82	81	83	(52-100)
Southern	69	75	77	(37-93)
North Central	72	69	76	(50-96)
Western	77	73	75	(47-100)
National	76	75	78	(37-100)

What is the average patient census? (By number)

	1987	1986	1984	1980
	#	#	#	#
Northeastern	361	363	393	402
Southern	412	440	347	351
North Central	352	335	358	409
Western	309	287	264	299
National	359	360	350	372

How does this compare to the last fiscal year?

	Increase			Decrease			Same			No Answer		
	1987	1986	1984	1987	1986	1984	1987	1986	1984	1987	1986	1984
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	31	28	25	15	37	40	38	28	21	16	7	14
Southern	37	29	22	23	29	45	26	27	25	14	15	8
North Central	43	23	9	23	44	63	28	23	22	8	11	6
Western	55	41	24	12	24	37	27	21	29	6	15	10
National	39	29	20	18	35	47	31	25	23	12	11	10

RECRUITMENT BUDGET.

Do you have a separate recruitment budget?

	Yes			No		
	1987	1986	1985	1987	1986	1985
	%	%	%	%	%	%
Northeastern	66	72	62	34	28	36
Southern	80	67	72	20	31	28
North Central	75	58	62	23	42	36
Western	67	56	54	33	41	46
National	71	64	63	28	35	36

If yes: When did your current fiscal year begin? (1987 only)

	Apr./May 1986	June 1986	July 1986	Aug./Sept. 1986	Oct. 1986	Dec. 1986	Jan. 1987
	%	%	%	%	%	%	%
Northeastern	-	-	40	2	27	4	27
Southern	14	-	29	14	32	-	11
North Central	7	-	37	10	7	-	40
Western	-	14	50	5	9	-	23
National	5	2	38	7	20	2	26

If Yes: What is your total recruitment budget for the year 1987-1988? (Values from 113 individuals)

	Average				Range	Median	Median	Median
	1987	1986	1984	1980	1987	1987	1986	1984
	$	$	$	$	$	$	$	$
Northeastern	115,051	121,958	79,937	48,836	(10,000-500,000)	85,400	99,000	57,360
Southern	157,088	113,350	83,334	75,521	(2,000-580,000)	100,000	78,000	59,360
North Central	94,145	75,000	76,115	57,938	(3,000-285,000)	82,000	76,900	49,100
Western	85,800	100,876	79,781	61,982	(25,000-200,000)	82,500	86,200	60,106
National	113,808	103,275	80,005	61,790	(2,000-580,000)	86,000	80,000	56,000

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RECRUITMENT BUDGET (Continued)

If Yes: How does this compare to your budget for the last fiscal year?

	Increase				Decrease				Same				New program/other				No Answer			
	1987	1986	1984	1980	1987	1986	1984	1980	1987	1986	1984	1980	1987	1986	1984	1980	1987	1986	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	64	51	18	70	7	14	30	8	18	21	35	12	4	-	2	-	7	14	15	10
Southern	46	34	20	59	21	44	42	7	21	16	29	9	7	3	1	-	4	3	8	25
North Central	50	36	13	64	10	28	45	4	30	28	20	16	3	-	1	-	7	8	21	16
Western	64	53	10	60	14	21	41	9	14	5	27	9	5	-	-	-	5	21	22	22
National	57	43	16	63	12	26	39	6	21	19	28	12	5	1	1	-	6	11	16	19

What percent of your current budget is for:

BUDGET INCLUDES SALARY: (Responses from 68 individuals)

	Salary			Range	Travel			Range	Advertising			Range
	1987	1986	1984	1987	1987	1986	1984	1987	1987	1986	1984	1987
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	37	39	48	(15-60)	9	9	6	(0-27)	41	45	37	(0-64)
Southern	29	41	39	(5-70)	8	10	13	(0-25)	45	33	30	(0-80)
North Central	50	51	55	(10-77)	6	11	8	(0-24)	31	28	25	(0-75)
Western	39	45	47	(12-52)	12	9	10	(0-26)	34	30	32	(15-55)
National	39	44	47	(5-77)	8	10	9	(0-27)	38	35	31	(0-80)

	Recruitment materials			Range	Other			Range
	1987	1986	1984	1987	1987	1986	1984	1987
	%	%	%	%	%	%	%	%
Northeastern	6	11	7	(0-24)	5	15	3	(0-26)
Southern	7	8	9	(0-22)	9	16	12	(0-56)
North Central	8	6	7	(0-29)	2	14	8	(0-11)
Western	12	9	11	(0-26)	5	18	7	(0-17)
National	7	9	8	(0-29)	5	15	8	(0-56)

BUDGET DOES NOT INCLUDE SALARY: (Responses from 44 individuals)

	Travel			Range	Advertising			Range	Recruitment materials			Range	Other			Range
	1987	1986	1984	1987	1987	1986	1984	1987	1987	1986	1984	1987	1987	1986	1984	1987
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	13	13	13	(0- 50)	55	72	66	(0-100)	26	11	18	(0-90)	6	12	4	(0-50)
Southern	11	12	23	(0- 30)	51	60	53	(0-100)	17	16	26	(0-95)	21	16	11	(0-56)
North Central	25	25	23	(0-100)	34	52	47	(0- 70)	27	19	20	(0-69)	14	22	18	(0-68)
Western	15	5	23	(0- 30)	61	90	62	(40- 72)	18	5	21	(7-37)	6	-	19	(0-40)
National	16	16	20	(0-100)	50	65	56	(0-100)	23	14	21	(0-95)	11	17	13	(0-68)

Other expenses for 1987-1988 - Combined budgets (5-7 mentions Nationally): Relocation expenses, agency fees, scholarships

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NURSE RECRUITMENT

How many RNs (full-time equivalents) do you plan to recruit this year?

	Average				Range
	1987	1986	1984	1980	1987
	#	#	#	#	#
Northeastern	90	88	73	108	(10-369)
Southern	124	110	86	120	(10-400)
North Central	104	67	51	107	(10-350)
Western	85	86	66	102	(2-325)
National	99	87	70	110	(2-400)

How many RN FTE vacancies do you currently have?

	Average				Range
	1987	1986	1984	1980	1987
	#	#	#	#	#
Northeastern	36	28	17	31	(2-118)
Southern	43	34	14	43	(7-150)
North Central	41	22	9	36	(3-150)
Western	28	24	11	38	(2-100)
National	37	27	13	37	(2-150)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

NORTHEASTERN	1987	1986	1984	1980
	%	%	%	%
ICU/CCU	57	80	59	84
Medical/surgical	29	5	18	36
Operating room	19	27	8	14
Psychiatric/mental health	12	12	13	6
Emergency room	6	10	-	-
Ob/gyn/nursery/maternal	4	5	7	-
Evening/night staff	4	3	-	-
All specialties	4	2	-	-
Oncology	3	7	2	-
Rehabilitation	3	5	-	-
Neurosurgery/neurology	1	8	2	12
Pediatric	-	7	-	-
Burn unit	-	5	-	-
Orthopedic	-	2	2	4
Hemodialysis	-	2	-	-
(Base)	(68)	(60)	(103)	(50)

WESTERN	1987	1986	1984	1980
	%	%	%	%
ICU/CCU	82	85	63	72
Operating room	27	50	27	19
Ob/gyn/nursery/maternal	15	29	14	6
Psychiatric/mental health	12	15	6	-
Medical/surgical	9	3	-	-
Pediatric	6	12	-	-
All specialties	6	-	-	-
Oncology	3	6	6	6
Neurosurgery/neurology	3	6	6	-
Coronary/cardiac surgery	3	3	-	-
Emergency room	3	-	-	-
Evening/night shift	-	6	-	-
(Base)	(33)	(34)	(51)	(32)

SOUTHERN				
ICU/CCU	66	79	59	64
Medical/surgical	26	19	20	54
Operating room	20	19	6	4
Oncology	14	13	10	8
Psychiatric/mental health	9	15	-	-
Emergency room	9	2	-	-
Orthopedic	9	2	3	6
Rehabilitation	9	2	-	-
Coronary/cardiac surgery	9	-	-	-
Ob/gyn/nursery/maternal	6	17	10	7
Pediatric	3	10	4	-
Evening/night shift	3	8	-	-
Neurosurgery/neurology	3	6	5	5
All specialties	3	-	-	-
Hemodialysis	-	2	-	-
(Base)	(35)	(48)	(94)	(85)

NORTH CENTRAL				
ICU/CCU	60	86	60	51
Medical/surgical	35	11	6	36
Operating room	15	16	7	-
Emergency room	10	10	-	-
Psychiatric/mental health	8	11	13	9
Neurosurgery/neurology	5	7	5	7
Ob/gyn/nursery/maternal	5	7	3	-
Pediatric	5	5	5	4
Burn unit	5	3	-	-
Hemodialysis	3	2	-	-
Oncology	-	-	7	8
Coronary	3	-	-	-
Recovery	3	-	-	-
All specialties	-	7	-	-
Rehabilitation	-	3	-	-
Evening/night shift	-	2	2	-
(Base)	(40)	(62)	(97)	(75)

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NURSE RECRUITMENT (Continued)

NATIONAL	1987 %	1986 %	1984 %	1980 %
ICU/CCU	64	82	60	65
Medical/surgical	26	10	13	42
Operating room	20	26	10	7
Psychiatric/mental health	10	13	10	4
Ob/gyn/nursery/maternal	7	12	8	3
Emergency room	7	6	3	-
Oncology	5	6	6	6
Pediatric	3	8	4	1
Neurosurgery/neurology	3	7	4	6
Rehabilitation	3	3	-	-
All specialties	3	3	-	-
Coronary/cardiac surgery	3	1	-	-
Orthopedic	2	1	2	9
Evening/night shift	2	4	4	-
Burn unit	1	3	-	-
Hemodialysis	1	2	2	-
Recovery room	1	-	-	-
Geriatric	-	-	1	-
(Base)	(176)	(204)	(345)	(242)

What percent RN FTE vacancies do you currently have? (Calculated value from # vacancies & # FTE on staff of individual facilities.)

	Average 1987 %	Average 1986 %	Range 1987 %
Northeastern	9	7	(1-29)
Southern	12	8	(2-43)
North Central	7	6	(1-26)
Western	8	7	(1-24)
National	9	7	(1-43)

What is your annual turnover rate for Full-Time Equivalent RNs?

	Average 1987 %	Average 1986 %	Average 1984 %	Average 1980 %	Range 1987 %
Northeastern	20	19	18	29	(4-59)
Southern	23	25	22	34	(13-43)
North Central	17	15	14	27	(2-35)
Western	18	16	17	31	(1-35)
National	20	18	18	30	(1-59)

What is your cost per FTE hire? (Information from 78 individuals)

	Average 1987 $	Average 1986 $	Average 1984 $	Average 1980 $	Range 1987 $
Northeastern	1882	1363	1040	649	(398-8400)
Southern	1108	1210	894	816	(260-3200)
North Central	731	1005	1025	682	(300-1650)
Western	1814	1668	1283	777	(250-5000)
National	1436	1276	1033	731	(250-8400)

In the past year, did you utilize a recruiting or employment agency?

	Yes 1987 %	Yes 1986 %	Yes 1984 %	Yes 1980 %	No 1987 %	No 1986 %	No 1984 %	No 1980 %
Northeastern	34	30	11	18	65	70	89	82
Southern	26	27	18	32	74	73	82	68
North Central	20	16	13	28	80	81	87	72
Western	24	32	29	47	76	68	71	53
National	27	26	16	30	72	74	84	70

If Yes: What types of positions are filled by agencies? #	
23	Nursing Administration: Management (15), Director (6), Head nurse (1), Unit Coordinator (1)
17	Nursing staff: Staff nurses (4), RN's (3), ICU/CCU (4), Med/surg (2), Temp. RNs (2), LPN's (1) Foreign nurses (1)
6	Therapists: physical (4), radiation (1), occupational (1)
7	Other highly specialized (5), hard to find (2)

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During the past year, what has been the most successful method of recruitment for you?

	Northeastern			Southern			North Central			Western			National		
	1987	1986	1984	1987	1986	1984	1987	1986	1984	1987	1986	1984	1987	1986	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Local advertising	66	67	64	54	67	46	58	47	56	52	71	63	59	61	57
Career days	35	42	34	17	23	27	60	44	50	15	12	14	34	33	33
Individual campus visits	25	18	19	17	23	14	38	23	22	12	6	16	24	19	18
Career directories	7	22	9	9	17	15	8	3	4	18	17	20	10	14	10
Student nurse conventions	13	15	8	9	10	6	23	15	13	3	3	4	13	12	8
National nursing journal advertising	6	8	5	17	17	16	-	3	2	6	12	14	7	9	8
Job fairs	9	12	9	3	-	1	23	3	5	6	-	-	10	4	4
Nonlocal newspaper advertising	4	10	4	-	4	5	-	2	4	9	-	2	3	4	4
Specialty nurse meetings	-	2	2	-	2	1	-	3	1	6	-	8	1	2	2

RANK ORDER

	Northeastern			Southern			North Central			Western			National		
	1987	1986	1984	1987	1986	1984	1987	1986	1984	1987	1986	1984	1987	1986	1984
Local advertising	1	1	1	1	1	1	2	1	1	1	1	1	1	1	1
Career days	2	2	2	2	2	2	1	2	2	3	3	4	2	2	2
Individual campus visits	3	4	3	3	3	5	3	3	3	4	5	3	3	3	3
Career directories	6	3	5	5	4	4	6	5	6	2	2	2	5	4	4
Student nurse conventions	4	5	6	6	6	6	4	4	4	9	6	7	4	5	5
National nursing journal advertising	7	8	7	4	5	3	-	6	8	6	4	5	7	6	6
Job fairs	5	6	4	7	-	8	5	7	5	7	-	-	6	7	8
Nonlocal newspaper advertising	8	7	8	-	7	7	-	9	7	5	-	8	8	8	7
Specialty nurse meetings	-	9	9	-	8	9	-	8	9	8	-	6	9	9	9

How many recruitment trips did you make last year?

	Average			Range
	1987	1986	1984	1987
	#	#	#	#
Northeastern	12	10	10	(0-40)
Southern	10	10	9	(0-44)
North Central	13	8	13	(0-60)
Western	5	2	3	(0-40)
National	10	8	9	(0-60)

How does this compare to previous years?

	More		Same		Less		No Answer	
	1987	1986	1987	1986	1987	1986	1987	1986
	%	%	%	%	%	%	%	%
Northeastern	60	12	25	60	12	27	3	2
Southern	46	23	29	52	17	21	9	4
North Central	55	13	20	58	18	26	8	3
Western	42	15	42	41	6	41	9	3
National	53	15	28	54	13	28	6	3

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ALLIED HEALTH RECRUITMENT - National values only due to small number responding (67 Nationally - only 10 - 26 per region) (1987 only)

How many allied health FTE (full-time equivalents) do you plan to recruit this year? 67 (Average)

How many allied FTE vacancies do you currently have? 14 (Average)

What is your annual turnover rate for Full-Time Equivalent allied health personnel? 18 (Average)

What is your cost per FTE allied health personnel hire? $424.00 (Average)

Which positions are hardest to fill?

	%
Physical therapist	66
Pharmacist	28
Occupational therapist	21
Respiratory therapist	19
Radiology technician	15
Other	30
No Answer	1

During the past year, what methods of recruiting allied health personnel have been successful for you?

	%
Local advertising	46
National professional journal advertising	27
Nonlocal newspaper advertising	16
Career days	13
Individual campus visits/school postings	10
Employee recommendation/referral	10
Job fairs	9
Conventions/meetings in and out of state	9
Other	19
No Answer	7

BENEFITS AND SALARY

In addition to health and life insurance, does your facility offer the following benefits to health care employees?

Pension Plan:

	1987 %	1986 %	1984 %	1980 %
Northeastern	96	100	96	90
Southern	86	94	89	85
North Central	100	98	100	95
Western	97	97	100	97
National	95	98	96	91

Tax shelter annuity:

	1987 %	1986 %	1984 %	1980 %
Northeastern	90	85	87	76
Southern	86	88	79	49
North Central	98	94	93	85
Western	88	91	88	72
National	90	89	87	69

Credit union:

	1987 %	1986 %	1984 %	1980 %
Northeastern	85	78	81	54
Southern	94	90	85	86
North Central	90	89	88	73
Western	100	100	98	84
National	91	88	86	75

Dental Insurance (Not asked in 1986)

	1987 %	1984 %	1980 %
Northeastern	79	79	42
Southern	80	59	12
North Central	90	75	39
Western	94	100	88
National	85	75	36

Pharmacy discount:

	1987 %	1986 %	1984 %
Northeastern	82	87	85
Southern	83	88	83
North Central	88	86	80
Western	70	85	73
National	81	86	81

Wellness center:

	1987 %	1986 %	1984 %
Northeastern	28	28	27
Southern	46	33	30
North Central	35	40	35
Western	48	65	33
National	37	39	31

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Child care center:

	1987 %	1986 %	1984 %
Northeastern	31	33	21
Southern	34	35	22
North Central	35	32	32
Western	30	32	12
National	32	33	23

Full-time benefits for part-time employees:

	1987 %	1986 %
Northeastern	15	30
Southern	17	25
North Central	25	24
Western	39	32
National	22	28

Pro-rated benefits for part-time employees:

	1987 %
Northeastern	88
Southern	89
North Central	80
Western	88
National	86

Other benefits in 1987 (National only) more than 5 mentions: (listed by 56 individuals)
tuition reimbursement (41), relocation expenses (8), free parking (7), free/discount meals (6), sick time reimbursement (6), paid vacation/5 weeks vacation (5)

Which of the following benefits/opportunities does your facility offer to nurses?

Tuition reimbursement:

	1987 %	1984 %	1980 %
Northeastern	100	96	100
Southern	91	83	79
North Central	98	89	89
Western	85	79	63
National	95	88	84

Paid time off to attend seminars/ continuing education

	1987 %	1986 %	1984 %
Northeastern	85	90	96
Southern	89	94	97
North Central	78	86	89
Western	85	88	94
National	84	89	94

Special orientations or internship programs (for new graduates)

	1987 %	1986 %	1984 %	1980 %
Northeastern	87	85	85	82
Southern	77	79	80	94
North Central	93	71	87	94
Western	67	79	84	94
National	82	78	84	91

Evening/weekend shift differential payment:

	1987 %
Northeastern	82
Southern	86
North Central	78
Western	64
National	78

Flexible staffing:

	1987 %	1986 %
Northeastern	57	60
Southern	83	71
North Central	63	68
Western	52	82
National	63	69

Critical care internship:

	1987 %
Northeastern	49
Southern	57
North Central	33
Western	48
National	47

Clinical laddering:

	1987 %	1986 %	1984 %
Northeastern	43	45	38
Southern	43	44	39
North Central	28	37	30
Western	70	68	49
National	44	46	38

Refresher courses:
(to retrain nurses returning to work

	1987 %	1986 %	1984 %	1980 %
Northeastern	19	13	16	[illegible]
Southern	17	17	[illegible]	46
North Central	15	8	[illegible]	47
Western	18	[illegible]	8	44
National	18	12	16	45

Work study program for students:

	1987 %	1986 %	1984 %
Northeastern	35	37	42
Southern	34	33	46
North Central	28	31	37
Western	15	27	37
National	30	32	41

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What is the ANNUAL salary range for each of the following positions?

LPN/LVN - 1987 only

	Average Low	Average High	Range
Northeastern	15,097	19,911	(11,500 - 26,200)
Southern	13,530	19,255	(10,800 - 23,500)
North Central	14,621	19,127	(12,000 - 22,300)
Western	15,627	21,685	(11,800 - 26,000)
National	14,750	19,944	(10,800 - 26,200)

	Average low			Average high			Range
	1987	1986	1984	1987	1986	1984	1987
	$	$	$	$	$	$	$
"RN" in 1987 otherwise				"RN" in 1987 otherwise			
Staff nurse				**Staff nurse**			
Northeastern	21,416	20,358	18,845	Northeastern	28,989	27,742	24,383	(16,300-41,000)
Southern	19,721	18,997	17,835	Southern	29,275	25,726	24,381	(17,200-41,300)
North Central	20,761	19,927	18,945	North Central	27,723	26,632	25,106	(18,000-36,000)
Western	22,469	22,200	20,463	Western	32,007	30,729	27,509	(18,100-40,700)
National	21,127	20,186	18,835	National	29,350	27,404	25,071	(16,300-41,300)
Head nurse				**Head nurse**			
Northeastern	25,926	25,989	22,698	Northeastern	34,692	35,135	29,267	(20,100-48,900)
Southern	24,974	23,921	21,796	Southern	36,545	32,570	29,784	(20,700-48,400)
North Central	25,047	25,119	22,896	North Central	34,942	34,310	30,748	(21,300-43,100)
Western	28,973	28,610	25,853	Western	40,285	40,092	34,908	(23,300-53,000)
National	26,139	25,673	22,951	National	36,235	35,189	30,640	(20,100-53,000)

Supervisor				**Supervisor**			
	1987	1984			1987	1984	1987
Northeastern	27,627	24,834		Northeastern	36,957	31,784	(20,700-48,900)
Southern	25,879	23,083		Southern	37,811	31,340	(21,500-46,100)
North Central	27,504	24,618		North Central	38,864	33,103	(22,000-64,600)
Western	30,050	27,782		Western	41,723	36,475	(21,000-50,300)
National	27,777	24,717		National	38,551	32,774	(20,700-64,600)
Director of Nursing				**Director of Nursing**			
Northeastern	40,264	41,054	34,939	Northeastern	53,409	59,603	45,824	(27,100-78,500)
Southern	32,970	34,238	29,683	Southern	48,120	47,150	42,989	(27,200-61,500)
North Central	38,957	35,705	31,248	North Central	58,027	48,954	43,488	(30,900-86,000)
Western	43,389	38,988	37,134	Western	59,305	57,672	48,927	(34,500-95,400)
National	39,335	37,379	32,809	National	54,878	52,921	44,961	(27,100-95,400)

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Selected Positions - Salary - 1987 only

Physical therapist (76 respondents)

	Average Low	Average High	Range
Northeastern	21,682	29,389	(17,500 - 35,000)
Southern	21,952	31,900	(18,000 - 37,000)
North Central	22,971	31,276	(19,600 - 40,000)
Western	25,386	34,607	(21,700 - 40,700)
National	22,713	31,333	(17,500 - 40,700)

Occupational therapist

	Average Low	Average High	Range
Northeastern	20,936	28,504	(18,400 - 33,300)
Southern	20,652	29,920	(18,000 - 34,300)
North Central	20,780	28,726	(18,300 - 34,700)
Western	23,860	32,626	(21,000 - 40,700)
National	21,492	29,794	(18,000 - 40,700)

Respiratory therapist

	Average Low	Average High	Range
Northeastern	19,057	24,614	(14,000 - 28,600)
Southern	17,755	25,330	(14,000 - 31,300)
North Central	17,627	23,544	(12,700 - 27,700)
Western	20,600	27,929	(14,300 - 35,600)
National	18,800	25,236	(12,700 - 35,600)

Pharmacist

	Average Low	Average High	Range
Northeastern	26,713	34,210	(21,100 - 42,300)
Southern	26,663	38,505	(22,700 - 47,400)
North Central	26,370	36,441	(20,400 - 42,200)
Western	31,883	42,420	(24,100 - 58,200)
National	27,829	37,494	(20,400 - 58,200)

Do you pay more for a BSN than a diploma or an ADN?

	Yes			No		
	1987	1986	1984	1987	1986	1984
	%	%	%	%	%	%
Northeastern	29	32	43	69	65	51
Southern	17	17	28	83	81	69
North Central	15	24	33	83	74	65
Western	18	21	23	79	79	69
National	22	24	33	77	74	63

RECRUITER

What is your annual salary?

	Average				Range
	1987	1986	1984	1980	1987
	$	$	$	$	
Northeastern	31,239	29,563	26,858	18,322	(17,000-51,000)
Southern	29,808	27,729	26,085	18,014	(15,100-40,100)
North Central	29,944	28,608	26,963	19,516	(20,000-40,000)
Western	34,029	33,083	30,409	21,504	(25,000-53,400)
National	31,167	29,467	27,224	19,019	(15,100-53,400)

What percent of your time is spent on recruitment?

	Average				Range
	1987	1986	1984	1980	1987
	%	%	%	%	%
Northeastern	74	65	63	74	(10-100)
Southern	63	64	56	72	(5-100)
North Central	74	58	53	73	(5-100)
Western	68	72	52	78	(5-100)
National	71	64	57	73	(5-100)

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Which positions are covered by your recruiting?

	RN		LPN/LVN		Therapists Physical, Occupational, Respiratory		Nurses Aides/ Orderlies	Ward Clerk/ Unit Secretary	Pharmacist	Medical Technician	Physician	Other	
	1987	1986	1987	1986	1987	1986	1987	1987	1987	1987	1987	1987	1986
	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	97	98	74	77	25	23	65	44	24	19	15	19	67
Southern	97	98	86	88	29	40	51	49	26	23	11	26	79
North Central	100	92	75	71	25	32	55	50	30	23	-	20	66
Western	94	94	82	82	30	29	70	55	27	24	12	24	68
National	98	96	78	78	27	31	61	48	26	22	14	22	70

Other positions (National) more than 3 mentions: (14) Technicians: monitor (6); OR (3); other (5)
(9) Nursing Administration/Management

How long have you held this job?

	Average # months			Range
	1987	1986	1984	1987
	#	#	#	#
Northeastern	52	50	42	(3-300)
Southern	42	52	33	(4-120)
North Central	57	57	48	(5-204)
Western	61	49	40	(5-288)
National	53	52	41	(3-300)

How long have you been engaged in recruiting?

	Average # months			Range
	1987	1986	1984	1987
	#	#	#	#
Northeastern	63	65	56	(5-300)
Southern	50	57	43	(4-144)
North Central	71	62	54	(3-240)
Western	72	70	52	(5-180)
National	64	63	51	(3-300)

What is your title? (5 or more mentions)

	Nurse Recruiter			Nurse Recruitment/ Resource/Employ. Coord., Dir., Mgr.		Employment Mgr., Dir. Coordinator			Nurse Recruitment & Retention Dir., Coordinator, Mgr.			Professional Health Care Recruiter	
	1987	1986	1984	1987	1986	1987	1986	1984	1987	1986	1984	1987	1986
	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	32	33	48	19	20	13	17	4	9	7	11	4	7
Southern	23	29	38	14	23	11	10	4	3	13	17	17	8
North Central	35	31	37	15	13	13	32	10	8	5	17	8	5
Western	21	35	29	9	12	12	29	12	18	9	25	6	3
National	29	32	40	15	17	13	22	7	9	8	16	8	6

	Personnel-Specialist, Coordinator, Director			Nursing Admin. D.O.N./Assistant			Other			No Answer		
	1987	1986	1984	1987	1986	1984	1987	1986	1984	1987	1986	1984
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	10	7	11	4	2	4	3	7	5	4	2	2
Southern	6	6	7	17	6	12	3	2	12	6	2	3
North Central	8	5	5	-	3	4	13	2	19	3	5	2
Western	9	3	8	9	-	6	12	9	10	3	-	2
National	9	5	8	7	3	6	7	4	11	4	3	2

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What is your educational preparation for nurse recruiter? (Highest level indicated)

	Associate Degree				Diploma			Bachelor's Degree				Master's Degree				Other			
	1987	1986	1984	1980	1987	1986	1984	1987	1986	1984	1980	1987	1986	1984	1980	1987	1986	1984	1980*
	%	%	%	%	%	%	%	%	%	%	%	%		%	%	%	%	%	%
Northeastern	9	13	11	10	6	8	14	56	53	42	70	28	22	30	8	-	2	-	26
Southern	9	13	7	16	6	8	14	66	69	60	52	14	6	14	12	3	-	1	35
North Central	8	11	13	14	23	11	18	63	57	51	60	3	15	14	4	-	3	2	38
Western	15	18	6	19	9	15	16	39	41	49	50	27	21	21	19	6	-	2	22
National	10	13	10	14	10	10	16	56	56	50	57	19	16	20	10	2	2	1	32

*1980 figures include diploma nurses

Are you an RN?

	Yes				Male				Female			
	1987	1986	1984	1980	1987	1986	1984	1980	1987	1986	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	78	83	83	64	7	5	4	10	87	92	93	88
Southern	69	67	78	58	3	8	11	19	86	90	87	80
North Central	75	71	75	75	10	5	6	13	85	90	92	84
Western	64	79	80	88	9	3	8	6	88	94	92	94
National	73	75	79	68	7	5	7	13	86	91	91	85

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We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Please take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

NAHCR
National Association For Health Care Recruitment
P. O. Box 9351
Cleveland, Ohio 44101-5851

Does the survey provide you with information that is useful?

	Yes	No
for you	[]	[]
for your administration	[]	[]
other (please specify)		

_____

Is the information presented in an easily understood form?

[] Yes [] No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____

A6500-1W(A)
7/88

NAHCR
NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT
RECRUITMENT SURVEY

June, 1988

Provided by:

Nursing88

1111 Bethlehem Pike, Springhouse PA 19477 (215) 646-8700

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NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT
RECRUITMENT SURVEY
June, 1988

SUMMARY

- The RN shortage may not have worsened since last year. Only slight increases are recorded for the percentage of RN vacancies (10% vs. 9%) and the average number of RNs to be recruited (100 vs. 99) or vacancies (42 vs. 37).
- However, difficulty in recruiting medical/surgical nurses (39%) returns to early 1980 levels--up significantly over last year (26%).
- More recruiters are using recruiting or employment agencies (41% vs. 27%).
- More facilities offer flexible staffing for nurses (79% vs. 63% last year) and courses for nurses returning to work (26% vs. 18%).
- Budgets (averaging $153,748 nationwide) and cost per hire ($1899) are at all-time highs--up 35% and 32%, respectively over last year.
- Most nursing and allied health salaries are 5% - 8% higher than last year.
- The majority of respondents predict a continuation of the nursing shortage and an increase in the use of ancillary personnel.
- Many individuals and organizations are involved in promoting nursing as a career to students and guidance counselors at all types of schools.

REGIONS

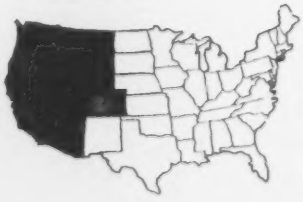
North Central:

IL, IN, IA, KS, KY, MI, MN, MO, NE, ND, OH, SD, WI

Northeastern:

CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV

Western:



AZ, CA, CO, ID, MT, NV, OR, UT, WA, WY

Southern:

AL, AR, FL, GA, LA, MS, NM, NC, OK, SC, TN, TX

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BACKGROUND

The 1988 Recruitment Survey was sent to members of the National Association of Health Care Recruiters on January 15, 1988. Information was requested concerning bed capacity, staffing, employee benefits in the facilities for which they recruit, and about recruitment methods and duties associated with the recruiter position. The questionnaire was a slight modification of the 1987 form and included new questions about staffing mix, efforts to promote nursing as a career, and predictions about future trends in hospital staffing. A follow-up postcard was mailed on January 29, 1988.

Data presented in this year's report is for selected years only. Please refer to previous reports for specific information on the years since 1980 which are not included.

METHOD AND RESPONSE

Questionnaires were sent to 747 recruiters from a NAHCR membership of 869. As in previous years, the names of NAHCR members employed by the same facility were combined into one request for information. An attempt was again made to delete the names of agencies and recruiters for hospital corporations due to the incompatibility of their numerical data with individual hospitals. As in the past, data from recruiters serving hospital complexes with 2 or 3 facilities is included in the study.

	Questionnaires Mailed	Tabulated Responses	Response Rate
Region:	#	#	%
Northeastern	236	82	35
Southern	203	65	32
North Central	179	59	33
Western	129	50	39
National	747	256	34

Information about 256 facilities was tabulated giving a response rate of 34%--better than the 31% last year but not up to the high 37% for 1986 and 1980-83.

HOSPITAL DATA

According to the responses tallied from the recruiters, the average number of beds is 442--6% lower than the 470 last year. The general composition of survey hospitals by bed capacity has not varied over the past 4 years with the majority in the 100-499 (63%) and 500-999 (30%) range. A few have 1000 or more beds (5%) or less than 100 beds (3%). The slight increase this year in responses from those with less than 100 beds (compared to 1% in previous years) may be partially responsible for the drop in bed capacity

The percentage of respondents reporting a decrease in bed capacity continues to decline (5% vs. 8% in 1987 and 16% in 1985). Slightly more (82% vs. 79% last year) remain the same and a comparable 12% show an increase. The average daily patient census of 76% is similar to the past four years.

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The national average for budgeted FTE (full-time/full-time equivalent) RNs, 442, is 2% higher than the 432 of 1987. The ratio of bed capacity per FTE RN (1.00 nationally) continues to drop steadily from the high 1.56 of 1980. The daily patient census/nurse ratio (0.73 nationwide) is down from 0.83 last year and also continues a steady decline from the 1.27 in 1980.

	Bed Capacity::One FTE RN				Daily Patient Census::One FTE RN			
	1988	1987	1984	1980	1988	1987	1984	1980
Northeastern	0.99	1.10	1.34	1.59	0.79	0.93	1.12	1.31
Southern	1.42	1.19	1.38	1.59	0.99	0.85	1.04	1.28
North Central	0.90	1.03	1.17	1.63	0.65	0.71	0.92	1.36
Western	1.04	0.97	0.97	1.26	0.72	0.78	0.71	1.00
National	1.00	1.09	1.25	1.56	0.73	0.83	0.97	1.27

How to read the table: Nationwide in 1988, one FTE nurse is responsible for 1.00 beds based upon the total beds available in the hospital. One nurse is responsible for 0.73 of those occupied on a daily average.

The current bed capacity/RN ratio ranges from 0.60 to 3.59 nationwide. Hospitals with a ratio under 1.0--where one FTE RN is responsible for less than one bed--tend to have a high RN staff (85% or more) and/or a high average patient census (80% or above). The reverse occurs with a high ratio. Those over 1.5--where one RN is reponsible for more than 1.5 beds--have a low RN staff and/or patient census (both 66% or below).

An increase in this ratio over last year, such as in the South and West, may reflect a staffing mix change or a drop in patient census.

The daily patient census/RN ratio gives a more accurate picture than the bed capacity/RN ratio of nursing "patient" responsibilities, as it compensates for unoccupied beds. The national range for patient census/RN is more narrow (0.50 - 1.50). Facilities with a high bed capacity ratio due to only a low patient census have average daily patient census ratios. High ratios of 1.15 or above--where one FTE is responsible for more than 1.15 occupied bed--occur in facilities with a low (60% or less) RN staff.

Nationwide, 44% indicate no change in the staffing mix of full-time and part-time RNs while 30% report more part-time and 21% report fewer part-time. Findings are comparable to the average for the previous years.

BUDGET

More hospitals this year (74% up from 71% last year and 63%/64% in the past) have a separate recruitment budget, and fewer (26% vs. 28% and 35%/36%) do not. Again this year, larger hospitals (500+ beds) are more apt to have separate budgets (81%) than smaller facilities (71%). The majority of the 190 respondents with separate budgets provide budget data (88% - 168 individuals). Recruitment budgets, averaging $153,748 in 1988, show a dramatic increase over the $113,808 last year--up 35% nationally.

Nationwide, significantly more respondents this year report a budget increase (68% vs. 57% in 1987) and fewer a decrease (5% vs. 12%). The start up of a new recruitment program (10% at the national level) is reported by more hospitals with less than 500 beds (13%) than larger hospitals (4%).

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As in 1987, the majority of facilities with separate recruitment budgets start their fiscal year in July (33%), January (32%), or October (25%).

The national average for the number of FTE RNs to be recruited this year, 100, is the same as last year--more than the 70/73 in 1984/85 but less than the high 110 of 1980. The number of RN FTE vacancies is slightly higher than last year--42 nationally vs. 37 and considerably higher than the lows of 13/17 in 1984/85.

The 10% calculated value for the percentage of nursing vacancies in each hospital--the number of RN FTE vacancies divided by budgeted number of RN FTE--is comparable to the 9% last year and more than the 7% in 1986.

As in the past, ICU/CCU is the nursing specialty that is hardest to fill (63%)--comparable to past years' levels of 60% - 65%. Difficulty in recruiting medical/surgical nurses (39%) is up significantly over last year (26%) - back to levels of the early 1980's (36% - 42%) and the previous nursing shortage.

RECRUITMENT PROGRAM

The 20% national turnover rate is the same as last year--up from the low 18% in 1984-1986 but still much below the 30% and 27% in 1980/1981. The cost per hire continues to rise and is now $1,899 nationally--up 32% over 1987.

The use of recruiting/employment agencies, 41% nationwide, is significantly higher than last year (27%) and the highest on record.

As in the past, virtually all recruiters utilize local advertising (97%) and career days (92%) to recruit nursing personnel. Those using these two methods consider local advertising most (59%) or moderately (35%) successful and career days, most (35%) or moderately (51%) successful. The use of other methods is up an average of 8 percentage points over last year: non-local advertising (79%), individual campus visits (75%), student nurse conventions (72%), national journal advertising (71%), career directories (70%), and job fairs (67%).

Six out of ten respondents (62%) made more recruitment trips this year than in 1987. Nationwide, recruiters made more trips last year--an average of 13 vs. 10 the previous year.

ALLIED HEALTH RECRUITMENT

Almost two thirds (64%) of the respondents provide information about the recruitment of allied health personnel--more than the 38% last year.
(Only national values are reported in the tables since regional numbers of 29 to 47 are too small to produce meaningful percentages.)

The 164 respondents answering this section of the questionnaire report few vacancies (1-3) in allied health positions. From a third (32%) to about a half (55%) have no vacancies. Recruitment goals average 3 each for Pharmacists and Radiologic Technicians, and Therapists range from 1 Occupational to 6 Respiratory.

As in 1987, the hardest positions for allied health recruiters to fill are physical therapists (60%) and pharmacists (29%). When asked what recruiting methods had been most successful, respondents list local advertising (48%) followed by national professional journal advertising (26%) and career days (18%)--almost unchanged from last year.

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BENEFITS

As in the past, virtually all facilities offer tuition reimbursement (97%), pension plans (95%), tax sheltered annuities (94%), and credit unions (92%) with little change over the last three years.

Dental insurance is offered by 88% of the facilities--up from the 85% last year. Pharmacy discounts (88% nationwide) are up significantly over last year (81%)--and slightly higher than the 85%/86% reported in 1985/86. Approximately a third of health care employees have access to wellness (44% vs. 37% last year) and child care (33% vs. 32%) centers.

The listing of benefits/opportunities offered specifically to nurses in this year's questionnaire included two new options: a sign-on bonus and a retention bonus. The sign-on bonus--23% nationwide and in the Northeastern and North Central states--is more usual in the South (30%) than in the West (14%). The retention bonus--9% nationwide and in the Northeast--occurs more frequently in the South (14%) than in the North Central and Western states (5%/6%).

Some widely used programs show little change over last year: tuition reimbursement (95%), paid-time off to attend seminars/continuing education (84%), and special orientations or internships for new students (81%). Modest increases (2 to 4 percentage points) are seen in evening/weekend shift differential payment (82%), critical care internships (49%) and clinical laddering (47%). Significant increases appear in flexible staffing (79% vs. 63% last year) and refresher courses for nurses returning to work (26% vs. 18%). Work study programs for students dropped to 26% from 30% in 1987. In the early 80's, significantly more facilities offered refresher coures (42%/45% in 1980/81) and work study programs (41% - 44% from 1981-1984).

SALAR.

Most nursing and allied health salaries are 5% - 8% above last year.

Nationwide, average base salaries for Head Nurses ($28,182) are up 8%; Staff Nurses ($22,485), up 6%; LPNs ($15,422) and Supervisors ($29,077) up 5%. Nurses at all levels continue to receive somewhat higher salaries in the West and lower salaries in the South. D.O.N.s earned approximately the same ($39,239)--down 0.2%.

Nationwide, the average base salary for Pharmacists ($29,575) and Occupational Therapists ($22,805) are up 6%. Physical Therapists, the hardest allied health position to fill, increase 8% ($24,483). Respiratory Therapists earn 3% more ($19,316). While allied health personnel also receive higher salaries in the West, no area consistently pays less.

A quarter of the facilities (26%) now pay more for a BSN than for a Diploma or Associate Degree nurse--more than last year (22%) but not as high as 1984 and 1980 (33%).

NURSE RECRUITER

The average respondent's salary of $31,285 is only slightly higher (0.4%) than last year ($31,167). However, members responding have not been in their current job as long as last year (43 months vs. 53 months--down 19%) or in recruitment as long (59 months vs. 64 months--down 8%).

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The percent of time that respondents spend on recruitment has risen again this year (73% nationwide vs. 71% last year--up from 57%/59% in 1984/85 and equal to the 71%-73% in the early 1980s). Again this year the time spent in recruiting appears to be proportional to hospital size, progressing from an average of 62%/67% in smaller hospitals (less than 300 beds) to 78% - 86% in facilities with 500+ beds. A new question this year reveals that respondents devote 22% of their time to retention with little variation by region or bed size.

As in the past, almost all respondents recruit for RNs (96%) and a majority for LPN/LVNs (81%) and nurses aides/orderlies (64%). Comparable to last year, 30% recruit for a satellite facility at a location off the main hospital campus.

NURSING AS A CAREER AND PREDICTIONS

A new question this year reveals that an all-out effort is being made to promote nursing as a career. Individuals and organizations are involved in a wide variety of activities. Very few respondents (3%) report that nothing or little organized activity is taking place.

Through visits and career days, potential students are being approached in high schools (31%), junior high/middle/elementary schools (15%), colleges (3%), and even at explorer/girl scout meetings (5%). Of course, guidance counselors in senior/junior high schools are being wooed and "educated" about nursing as a career at seminars, workshops, breakfasts, etc. (14%).

Various individuals and organizations are involved. State/city task forces are functioning in at least 12 geographic areas. Recruitment Associations/coalitions have been formed (6%). Hospital and hospital associations are addressing a long range solution to the nursing shortage (6%). Speakers bureaus have been created (5%). Key programs and methods include: advertising/image campaigns (12%), newspaper articles/features (3%), tours/exhibits (3%), TV programs and videos (2%).

Respondents in the Northeast and West are the most likely to target high school students (37%/38% vs. 28% in the South and 19% in the North Central region) and guidance counselors (18%/22% vs. 6% in the South and 10%, North Central). More advertising/image campaigns are reported in the West (22%) than in the South (15%), North Central (6%) or Northeast (4%).

Respondents are in general agreement about trends in hospital staffing over the next two years. Exactly three quarters of the recruiters answered this new, open-ended question. Many (22% nationwide and more in North Central states--32%) feel the shortage will get worse and openings will be hard to fill. An equal 8% specify a decline in RNs and anticipate a change in the delivery of health care.

Most predict an increase in other staff, e.g. LPNs/LVNs (14%), ancillary services (9%), nursing aides (6%) and non professionals (4%) Some feel RN responsibility will change to manage supplementary staff (4%) [illegible]orce a return to team nursing (3%). Flex staffing options, e.g. Baylor pl[illegible] time, are considered a must by 12% while others predict increased salary [illegible] benefits (4%) and additional focus on retention (4%).

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HEALTHCARE RECRUITMENT SURVEY

JUNE 1988

HOSPITAL DATA

In what region is your facility located?

	1988	1987	1984	1980
	#	#	#	#
Northeastern	82	68	103	50
Southern	65	35	94	85
North Central	59	40	97	75
Western	50	33	51	32
National	256	176	345	242

What is the bed capacity of the hospital for which you recruit?

	40-99 beds		100-299 beds		300-499 beds		500-999 beds		1000+ beds	
	1988	1987	1988	1987	1988	1987	1988	1987	1988	1987
	%	%	%	%	%	%	%	%	%	%
Northeastern	2	1	28	34	39	29	28	31	2	4
Southern	3	3	20	20	29	26	39	40	9	11
North Central	2	-	17	23	44	40	34	33	3	5
Western	6	-	36	27	40	48	14	18	4	3
National	3	1	25	27	38	35	30	31	5	6

What is the bed capacity of the hospital for which you recruit?

	Average				Range
	1988	1987	1984	1980	1988
	#	#	#	#	#
Northeastern	429	429	468	486	(57-1100)
Southern	509	576	458	438	(80-1509)
North Central	462	514	458	490	(64-1208)
Western	359	387	356	379	(37-1100)
National	442	470	446	456	(37-1509)

How does this compare to the capacity in 1986?

	Increase			Decrease			Same		
	1988	1987	1984	1988	1987	1984	1988	1987	1984
	%	%	%	%	%	%	%	%	%
Northeastern	7	6	7	4	7	8	89	85	85
Southern	15	14	21	6	9	4	79	77	73
North Central	5	18	8	10	15	19	83	68	73
Western	22	18	16	2	-	4	74	82	78
National	12	13	13	5	8	9	82	79	77

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?

	Average				Range
	1988	1987	1984	1980	1988
	#	#	#	#	#
Northeastern	429	390	350	306	(70-1480)
Southern	458	486	331	275	(60-1600)
North Central	513	497	391	300	(57-1600)
Western	342	398	366	300	(12- 780)
National	442	432	358	293	(12-1600)

Has the mix of full-time and part-time RNs changed in the past year?

	Yes, more full-time/ fewer part-time			Yes, fewer full-time/ more part-time			No change		
	1988	1987	1986	1988	1987	1986	1988	1987	1986
	%	%	%	%	%	%	%	%	%
Northeastern	11	22	27	34	19	28	51	56	47
Southern	21	17	17	26	29	33	52	46	44
North Central	36	40	26	15	23	37	37	33	34
Western	18	9	9	48	48	47	30	39	44
National	21	23	21	30	27	35	44	45	42

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HOSPITAL DATA (Continued)

What is the average daily patient census? (By percentage)

	1988 %	1987 %	1984 %	Range 1988 %
Northeastern	82	82	83	(55-100)
Southern	74	69	77	(42-100)
North Central	71	72	76	(38-97)
Western	75	77	75	(41-99)
National	76	76	78	(38-100)

What is the average patient census? (By number)

	1988 #	1987 #	1984 #	1980 #
Northeastern	340	361	393	402
Southern	356	412	347	351
North Central	335	352	358	409
Western	245	309	264	299
National	325	359	350	372

How does this patient census compare to the last fiscal year?

	Increase 1988 %	1987 %	1984 %	Decrease 1988 %	1987 %	1984 %	Same 1988 %	1987 %	1984 %
Northeastern	35	31	25	12	15	40	35	38	21
Southern	46	37	22	20	23	45	26	26	25
North Central	34	43	9	25	23	63	25	28	22
Western	52	55	24	8	12	37	32	27	29
National	41	39	20	16	18	47	30	31	23

What is the nursing staff mix in your hospital? (1988 only)

	RN %	LPN %	Nurses Aides %
Northeastern	72	13	14
Southern	69	19	12
North Central	76	16	9
Western	79	14	9
National	73	15	12

RECRUITMENT BUDGET

Do you have a separate recruitment budget?

	Yes 1988 %	1987 %	1985 %	No 1988 %	1987 %	1985 %
Northeastern	77	66	62	22	34	36
Southern	74	80	72	26	20	28
North Central	73	75	62	27	23	36
Western	70	67	54	30	33	46
National	74	71	63	26	28	36

For total recruitment budget...

Include: Direct recruiting costs--recruiter and recruiting staff salaries, travel, advertising, and recruitment materials.

Do not include: Indirect recruiting costs--overhead, office space, utilities, and orientation.

If Yes: What is your total recruitment budget for the year 1987-1988? (Values from 168 individuals)

	Average 1988 $	1987 $	1984 $	1980 $	Range 1988 $	Median 1988 $	Median 1987 $	Median 1984 $
Northeastern	149,002	115,051	79,937	48,836	(500-400,000)	107,500	85,400	57,360
Southern	193,179	157,088	83,334	75,521	(16,400-900,000)	150,000	100,000	59,360
North Central	130,518	94,145	76,115	57,938	(8,400-472,000)	116,100	82,000	49,100
Western	137,668	85,800	79,781	61,982	(2,400-366,800)	105,350	82,500	60,106
National	153,748	113,808	80,005	61,790	(500-900,000)	119,000	86,000	56,000

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RECRUITMENT BUDGET (Continued)

If Yes: How does this compare to your budget for the last fiscal year?

	Increase				Decrease				Same				New program/other				No Answer			
	1988	1987	1984	1980	1988	1987	1984	1980	1988	1987	1984	1980	1988	1987	1984	1980	1988	1987	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	70	64	18	70	3	7	30	8	8	18	35	12	11	4	2	-	8	7	15	10
Southern	65	46	20	59	8	21	42	7	6	21	29	9	10	7	1	-	10	4	8	25
North Central	74	50	13	64	2	10	45	4	14	30	20	16	5	3	1	-	5	7	21	16
Western	60	64	10	60	6	14	41	9	17	14	27	9	14	5	-	-	3	5	22	22
National	68	57	16	63	5	12	39	6	11	21	28	12	10	5	1	-	7	6	16	19

What percent of your current budget is for:

BUDGET INCLUDES SALARY: (Responses from 114 individuals)

	Salary				Travel				Advertising			
				Range				Range				Range
	1988	1987	1984	1988	1988	1987	1984	1988	1988	1987	1984	1988
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	37	37	48	(5-82)	9	9	6	(0-30)	39	41	37	(0-78)
Southern	31	29	39	(11-80)	10	8	13	(0-33)	38	45	30	(0-69)
North Central	41	50	55	(13-85)	9	6	8	(1-82)	37	31	25	(0-75)
Western	39	39	47	(10-69)	10	12	10	(0-32)	37	34	32	(5-81)
National	37	39	47	(5-85)	9	8	9	(0-82)	38	38	31	(0-81)

	Recruitment materials				Other			
				Range				Range
	1988	1987	1984	1988	1988	1987	1984	1988
	%	%	%	%	%	%	%	%
Northeastern	7	6	7	(0-24)	7	5	3	(0-60)
Southern	10	7	9	(0-65)	11	9	12	(0-56)
North Central	6	8	7	(0-20)	7	2	8	(0-43)
Western	7	12	11	(0-20)	7	5	7	(0-34)
National	8	7	8	(0-65)	8	5	8	(0-60)

BUDGET DOES NOT INCLUDE SALARY: (Responses from 47 individuals)

	Travel				Advertising				Recruitment materials				Other			
				Range				Range				Range				Range
	1988	1987	1984	1988	1988	1987	1984	1988	1988	1987	1984	1988	1988	1987	1984	1988
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	19	13	13	(0-55)	56	55	66	(0-90)	19	26	18	(0-50)	6	6	4	(0-50)
Southern	22	11	23	(0-50)	46	51	53	(25-80)	21	17	26	(1-40)	10	21	11	(0-56)
North Central	30	25	23	(5-100)	44	34	47	(0-80)	15	27	20	(0-42)	10	14	18	(0-75)
Western	10	15	23	(0-25)	70	61	62	(35-100)	11	18	21	(0-22)	9	6	19	(0-35)
National	21	16	20	(0-100)	54	50	56	(0-100)	16	23	21	(0-50)	9	11	13	(0-75)

Other expenses for 1987-1988 - Combined budgets (more than 5 mentions Nationally): Relocation expenses (18), fees/dues/registration (16), job fairs (8), brochures (7), retention (6), bonuses (6)

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NURSE RECRUITMENT

How many RNs (full-time equivalents) do you plan to recruit this year?

	Average				Range
	1988	1987	1984	1980	1988
	#	#	#	#	#
Northeastern	99	90	73	108	(10-350)
Southern	98	124	86	120	(15-400)
North Central	99	104	51	107	(12-450)
Western	105	85	66	102	(1-350)
National	100	99	70	110	(1-450)

How many RN FTE vacancies do you currently have?

	Average				Range
	1988	1987	1984	1980	1988
	#	#	#	#	#
Northeastern	41	36	17	31	(2-190)
Southern	53	43	14	43	(0-200)
North Central	32	41	9	36	(5-110)
Western	42	28	11	38	(0-140)
National	42	37	13	37	(0-200)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

NORTHEASTERN	1988	1987	1984	1980
	%	%	%	%
ICU/CCU	51	57	59	84
Medical/surgical	45	29	18	36
Operating room	12	19	8	14
Emergency room	7	6	-	-
Oncology	7	3	2	-
Neurosurgery/neurology	6	1	2	12
All specialties	4	4	-	-
Rehabilitation	4	3	-	-
Psychiatric/mental health	2	12	13	6
Ob/gyn/nursery/maternal	1	4	7	-
Evening/night staff	1	4	-	-
Pediatric	1	-	-	-
Burn unit	1	-	-	-
Orthopedic	1	-	2	4
(Base)	(82)	(68)	(103)	(50)

WESTERN	1988	1987	1984	1980
	%	%	%	%
ICU/CCU	78	82	63	72
Operating room	28	27	27	19
Medical/surgical	26	9	-	-
Ob/gyn/nursery/maternal	18	15	14	6
Oncology	6	3	6	6
Neurosurgery/neurology	6	3	6	-
Emergency room	4	3	-	-
Orthopedic	4	-	-	-
Rehabilitation	4	-	-	-
Evening/night shift	2	-	-	-
Hemodialysis	2	-	-	-
Pediatric	-	6	-	-
All specialties	-	6	-	-
Coronary/cardiac surgery	-	3	-	-
Psychiatric/mental health	-	12	6	-
(Base)	(50)	(33)	(51)	(32)

SOUTHERN				
ICU/CCU	64	66	59	64
Medical/surgical	42	26	20	54
Operating room	9	20	6	4
Oncology	9	14	10	8
Orthopedic	8	9	3	6
Rehabilitation	5	9	-	-
Ob/gyn/nursery/maternal	5	6	10	7
Neurosurgery/neurology	5	3	5	5
Pediatric	5	3	4	-
Hemodialysis	3	-	-	-
Coronary/cardiac surgery	2	9	-	-
Emergency room	2	9	-	-
All specialties	2	3	-	-
Burn	2	-	-	-
Psychiatric/mental health	-	9	-	-
Evening/night shift	-	3	-	-
(Base)	(65)	(35)	(94)	(85)

NORTH CENTRAL				
ICU/CCU	68	60	60	51
Medical/surgical	36	35	6	36
Emergency room	10	10	-	-
Oncology	9	-	7	8
Operating room	7	15	7	-
Psychiatric/mental health	7	8	13	9
Ob/gyn/nursery/maternal	5	5	3	-
Burn unit	5	5	-	-
Neurosurgery/neurology	3	5	5	7
Rehabilitation	5	-	-	-
Coronary/cardiac surgery	3	3	-	-
Orthopedic	3	-	-	-
Evening/night shift	3	-	2	-
Pediatric	2	5	5	4
Recovery	2	3	-	-
All specialties	2	-	-	-
Hemodialysis	-	3	-	-
(Base)	(59)	(40)	(97)	(75)

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NURSE RECRUITMENT (Continued)

NATIONAL	1988	1987	1984	1980
	%	%	%	%
ICU/CCU	63	64	60	65
Medical/surgical	39	26	13	42
Operating room	13	20	10	7
Oncology	8	5	6	6
Ob/gyn/nursery/maternal	6	7	8	3
Emergency room	6	7	3	-
Neurosurgery/neurology	5	3	4	6
Rehabilitation	4	3	-	-
Orthopedic	4	2	2	9
Psychiatric/mental health	2	10	10	4
Pediatric	2	3	4	1
All specialties	2	3	-	-
Coronary/cardiac surgery	2	3	-	-
Burn unit	2	1	-	-
Evening/night shift	2	2	4	-
Hemodialysis	1	1	2	-
Recovery room	-	1	-	-
Geriatric	-	-	1	-
(Base)	(256)	(176)	(345)	(242)

What percent RN FTE vacancies do you currently have? (Calculated value from # vacancies & # FTE on staff of individual facilities.)

	Average		Range
	1988	1987	1988
	%	%	%
Northeastern	10	9	(2-32)
Southern	13	12	(0-36)
North Central	7	7	(1-25)
Western	10	8	(0-35)
National	10	9	(0-36)

What is your annual turnover rate for Full-Time Equivalent RNs?

$$\text{Turnover rate} = \frac{\text{\# of FTE RNs terminated in 1987}}{\text{\# FTE RNs on staff in the middle of 1987}}$$

	Average				Range
	1988	1987	1984	1980	1988
	%	%	%	%	%
Northeastern	20	20	18	29	(7-40)
Southern	24	23	22	34	(7-60)
North Central	16	17	14	27	(1-44)
Western	18	18	17	31	(1-44)
National	20	20	18	30	(1-60)

What is your cost per FTE hire?

$$\text{Cost per hire} = \frac{\text{(All RN recruitment operational expenses + all recruitment employee salaries)}}{\text{Total number of RNs hired in 1987}}$$

	Average				Range
	1988	1987	1984	1980	1988
	$	$	$	$	$
Northeastern	1998	1882	1040	649	(320-8000)
Southern	1758	1108	894	816	(155-5000)
North Central	2304	731	1025	682	(246-9500)
Western	1549	1814	1283	777	(23-7600)
National	1899	1436	1033	731	(23-9500)

In the past year, did you utilize a recruiting or employment agency?

	Yes				No			
	1988	1987	1984	1980	1988	1987	1984	1980
	%	%	%	%	%	%	%	%
Northeastern	33	34	11	18	66	65	89	82
Southern	46	26	18	32	53	74	82	68
North Central	42	20	13	28	56	80	87	72
Western	44	24	29	47	56	76	71	53
National	41	27	16	30	58	72	84	70

If Yes: What types of positions are filled by agencies?

National level	1988	1987
	%	%
Nursing Administration	57	42
Nursing staff	36	31
Therapists	10	11
Other	12	13
(Base)	(104)	(55)

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During the past year, what has been the most successful method of recruitment for you?

	Northeastern			Southern			North Central			Western			National		
	1988	1987	1984	1988	1987	1984	1988	1987	1984	1988	1987	1984	1988	1987	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Local advertising	60	66	64	59	54	46	53	58	56	56	52	63	57	59	57
Career days	29	35	34	27	17	27	51	60	50	20	15	14	32	34	33
Individual campus visits	20	25	19	21	17	14	20	38	22	24	12	16	21	24	18
Career directories	5	7	8	15	9	15	5	8	4	10	18	20	9	10	10
Student nurse conventions	9	13	8	14	9	6	7	23	13	6	3	4	9	13	8
Job fairs	11	9	9	2	3	1	17	23	5	6	6	-	9	10	4
National nursing journal advertising	5	6	5	11	17	16	-	-	2	12	6	14	7	7	8
Specialty nurse meetings	-	-	2	2	-	1	3	-	2	8	6	8	2	1	2
Nonlocal newspaper advertising	2	4	4	3	-	5	-	-	4	2	9	2	2	3	4

RANK ORDER

	Northeastern			Southern			North Central			Western			National		
	1988	1987	1984	1988	1987	1984	1988	1987	1984	1988	1987	1984	1988	1987	1984
Local advertising	1	1	1	1	1	1	1	2	1	1	1	1	1	1	1
Career days	2	2	2	2	2	2	2	1	2	3	3	4	2	2	2
Individual campus visits	3	3	3	3	3	5	3	3	3	2	4	3	3	3	3
Career directories	6	6	5	4	5	4	6	6	6	5	2	2	4	5	4
Student nurse conventions	5	4	6	5	6	6	5	4	4	7	9	7	5	4	5
Job fairs	4	5	4	8	7	8	4	5	5	8	7	-	6	6	8
National nursing journal advertising	7	7	7	6	4	3	-	-	8	4	6	5	7	7	6
Specialty nurse meetings	-	-	9	9	-	9	7	-	9	6	8	6	8	9	9
Nonlocal newspaper advertising	8	8	8	7	-	7	-	-	7	9	5	8	9	8	7

How many recruitment trips did you make last year?

	Average			Range
	1988	1987	1984	1988
	#	#	#	#
Northeastern	15	12	10	(0-80)
Southern	15	10	9	(0-53)
North Central	17	13	13	(2-70)
Western	5	5	3	(0-21)
National	13	10	9	(0-80)

How does this compare to previous years?

	More		Same		Less		No Answer	
	1988	1987	1988	1987	1988	1987	1988	1987
	%	%	%	%	%	%	%	%
Northeastern	65	60	21	25	1	12	13	3
Southern	62	46	23	29	6	17	9	9
North Central	66	55	27	20	5	18	2	8
Western	52	42	32	42	4	6	12	9
National	62	53	25	28	4	13	9	6

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ALLIED HEALTH RECRUITMENT - National values only due to small number responding (164 Nationally - only 29 - 47 per region)

How many of the following allied health FTE (full time equivalents) vacancies do you plan to recruit this year? (1988 only)

	Current Vacancies		Average # to be recruited
	Average #	None %	
Pharmacists	1	49	3
Physical therapists	1	34	3
Occupational therapists	1	55	1
Respiratory therapists	3	32	6
Medical therapists	2	51	4
Radiologic technician	2	32	3
Nurses	42	1	100

Which positions are hardest to fill?

	1988 %	1987 %
Physical therapist	60	66
Pharmacist	29	28
Respiratory therapist	21	19
Occupational therapist	20	21
Medical technologist	15	NA
Radiology technician	13	15
All	3	NA
Other	8	30
No Answer	2	1

During the past year, what methods of recruiting allied health personnel have been successful for you?

	1988 %	1987 %
Local advertising	48	46
National professional journal advertising	26	27
Career days	18	13
Ads	16	-
Individual campus visits/school postings	13	10
Job fairs	7	9
Employee recommendation/referral	6	10
Conventions/meetings in and out of state	6	9
Mass direct mailings	6	-
Agency/prof. recruiters	6	-
Nonlocal newspaper advertising	2	16
Other	13	19
No Answer	8	7

BENEFITS AND SALARY

In addition to health and life insurance, does your facility offer the following benefits to health care employees?

Pension Plan:

	1988 %	1987 %	1984 %	1980 %
Northeastern	98	96	96	90
Southern	89	86	89	85
North Central	98	100	100	95
Western	94	97	100	97
National	95	95	96	91

Tax shelter annuity:

	1988 %	1987 %	1984 %	1980 %
Northeastern	94	90	87	76
Southern	86	86	79	49
North Central	98	98	93	85
Western	98	88	88	72
National	94	90	87	69

Credit union:

	1988 %	1987 %	1984 %	1980 %
Northeastern	81	85	81	54
Southern	99	94	85	86
North Central	95	90	88	73
Western	98	100	98	84
National	92	91	86	75

Dental Insurance:

	1988 %	1987 %	1984 %	1980 %
Northeastern	90	79	79	42
Southern	76	80	59	12
North Central	92	90	75	39
Western	96	94	100	88
National	88	85	75	36

Pharmacy discount:

	1988 %	1987 %	1984 %
Northeastern	89	82	85
Southern	91	83	83
North Central	92	88	80
Western	78	70	73
National	88	81	81

Wellness center:

	1988 %	1987 %	1984 %
Northeastern	33	28	27
Southern	47	46	30
North Central	54	35	35
Western	44	48	33
National	44	37	31

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Child care center:

	1988 %	1987 %	1984 %
Northeastern	34	31	21
Southern	30	34	22
North Central	37	35	32
Western	30	30	12
National	33	32	23

Full-time benefits for part-time employees:

	1988 %	1987 %
Northeastern	21	15
Southern	18	17
North Central	20	25
Western	44	39
National	25	22

Pro-rated benefits for part-time employees:

	1988 %	1987 %
Northeastern	85	88
Southern	83	89
North Central	78	80
Western	82	88
National	83	86

Tuition reimbursement:

	1988 %
Northeastern	96
Southern	97
North Central	100
Western	92
National	97

Other benefits in 1988 (National only) more than 5 mentions:

#	
19	Extended sick disability
17	Free parking
12	Relocation allowance
9	Tuition reimbursement for children
8	Free/discount meals
7	Optical plan
7	Paid annual leave

Which of the following benefits/opportunities does your facility offer to nurses?

Tuition reimbursement:

	1988 %	1987 %	1984 %	1980 %
Northeastern	96	100	96	100
Southern	97	91	83	79
North Central	98	98	89	89
Western	88	85	79	63
National	95	95	88	84

Paid time off to attend seminars/ continuing education:

	1988 %	1987 %	1984 %
Northeastern	90	85	96
Southern	77	89	97
North Central	80	78	89
Western	86	85	94
National	84	84	94

Special orientations or internship programs (for new graduates):

	1988 %	1987 %	1984 %	1980 %
Northeastern	83	87	85	82
Southern	85	77	80	94
North Central	76	93	87	94
Western	80	67	84	94
National	81	82	84	91

Evening/weekend shift differential payment:

	1988 %	1987 %
Northeastern	87	82
Southern	88	86
North Central	78	78
Western	70	64
National	82	78

Flexible staffing:

	1988 %	1987 %
Northeastern	78	57
Southern	86	83
North Central	75	63
Western	78	52
National	79	63

Critical care internship:

	1988 %	1987 %
Northeastern	44	49
Southern	55	57
North Central	34	33
Western	70	48
National	49	47

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Clinical laddering:

	1988 %	1987 %	1984 %
Northeastern	50	43	38
Southern	50	43	39
North Central	34	28	30
Western	54	70	49
National	47	44	38

Refresher courses:
(to retrain nurses returning to work)

	1988 %	1987 %	1984 %	1980 %
Northeastern	35	19	16	42
Southern	23	17	19	46
North Central	22	15	19	47
Western	20	18	8	44
National	26	18	16	45

Work study program for students:

	1988 %	1987 %	1984 %
Northeastern	27	35	42
Southern	27	34	46
North Central	24	28	37
Western	26	15	37
National	26	30	41

Sign-on bonus:

	1988 %
Northeastern	24
Southern	30
North Central	22
Western	14
National	23

Retention bonus:

	1988 %
Northeastern	10
Southern	14
North Central	5
Western	6
National	9

Other benefits (National only) more than 5 mentions:

#	
12	$3000 relocation bonus
12	Shift options (12 hr. shift/Baylor plan)
8	Referral bonus
7	Certification differential
6	Night bonus paid quarterly

What is the ANNUAL salary range for each of the following positions?

LPN/LVN

	Average Minimum 1988 $	1987 $	1984 $
Northeastern	16,136	15,097	
Southern	14,008	13,530	
North Central	15,189	14,621	N.A.
Western	16,430	15,627	
National	15,422	14,750	

LPN/LVN

	Average maximum 1988 $	1987 $	1984 $	Range 1988
Northeastern	21,589	19,911		(11,800 - 26,700)
Southern	19,535	19,255		(10,900 - 29,300)
North Central	20,008	19,127	N.A.	(12,500 - 25,100)
Western	22,322	21,685		(12,500 - 28,800)
National	20,828	19,944		(10,900 - 29,300)

"RN" in 1987/88 formerly "Staff nurse"

	Average minimum 1988 $	1987 $	1984 $
Northeastern	23,032	21,416	18,845
Southern	21,011	19,721	17,835
North Central	22,019	20,761	18,945
Western	24,041	22,469	20,463
National	22,485	21,127	18,835

"RN" in 1987/88 formerly "Staff nurse"

	Average maximum 1988 $	1987 $	1984 $	Range 1988 $
Northeastern	31,313	28,989	24,383	(19,200-40,600)
Southern	30,252	29,275	24,381	(19,000-43,100)
North Central	29,275	27,723	25,106	(18,500-43,500)
Western	34,360	32,007	27,509	(19,900-46,400)
National	31,144	29,350	25,071	(18,500-46,400)

Head nurse

	1988	1987	1984
Northeastern	28,157	25,926	22,698
Southern	26,789	24,974	21,796
North Central	27,510	25,047	22,896
Western	30,770	28,973	25,853
National	28,182	26,139	22,951

Head nurse

	1988	1987	1984	
Northeastern	38,126	34,692	29,267	(18,900-56,000)
Southern	38,458	36,545	29,784	(19,800-53,600)
North Central	37,886	34,942	30,748	(21,000-49,700)
Western	43,279	40,285	34,908	(23,400-59,200)
National	39,189	36,235	30,640	(18,900-59,200)

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Supervisor

	1988	1987	1984
Northeastern	29,504	27,627	24,834
Southern	26,964	25,879	23,083
North Central	28,783	27,504	24,618
Western	31,289	30,050	27,782
National	29,077	27,777	24,717

Supervisor

	1988	1987	1984	1985
Northeastern	40,232	36,957	31,784	(22,800-51,500)
Southern	38,848	37,811	31,340	(20,800-50,100)
North Central	39,966	38,864	33,103	(19,700-65,700)
Western	44,570	41,723	36,475	(24,600-60,300)
National	40,748	38,551	32,774	(19,700-65,700)

Director of Nursing

	1988	1987	1984
Northeastern	40,202	40,264	34,939
Southern	36,886	32,970	29,683
North Central	35,773	38,957	31,248
Western	45,473	43,389	37,134
National	39,239	39,335	32,809

Director of Nursing

	1988	1987	1984	1985
Northeastern	58,103	53,409	45,824	(25,000-93,800)
Southern	53,833	48,120	42,989	(23,200-91,200)
North Central	50,351	58,027	43,488	(25,300-77,300)
Western	62,975	59,305	48,927	(34,600-95,400)
National	56,141	54,878	44,961	(23,200-95,400)

ALLIED HEALTH POSITIONS

Physical therapist

	Average minimum		Average maximum		Range
	1988	1987	1988	1987	1988
	$	$	$	$	$
Northeastern	23,978	21,682	31,948	29,389	(19,400 - 40,800)
Southern	24,613	21,952	34,532	31,900	(13,800 - 45,000)
North Central	24,114	22,971	33,405	31,276	(20,300 - 46,500)
Western	25,707	25,386	35,813	34,607	(21,600 - 44,200)
National	24,483	22,713	33,698	31,333	(13,800 - 46,500)

Radiologic Technician (1988 only)

	Average minimum	Average maximum	Range
Northeastern	17,957	23,886	(15,000 - 36,000)
Southern	16,667	23,639	(14,000 - 39,800)
North Central	17,513	23,872	(14,500 - 31,300)
Western	20,307	28,367	(15,900 - 39,600)
National	17,941	24,664	(14,000 - 39,800)

Occupational therapist

	Average minimum		Average maximum		Range
	1988	1987	1988	1987	1988
	$	$	$	$	$
Northeastern	22,602	20,936	30,705	28,504	(18,100 - 37,200)
Southern	22,522	20,652	31,592	29,920	(17,100 - 45,000)
North Central	22,422	20,780	30,638	28,726	(19,200 - 40,800)
Western	24,046	23,860	33,725	32,626	(18,700 - 44,200)
National	22,805	21,492	31,529	29,794	(17,100 - 45,000)

Medical Technologist (1988 only)

	Average minimum	Average maximum	Range
Northeastern	18,785	25,932	(12,700 - 34,000)
Southern	19,702	28,332	(15,000 - 38,500)
North Central	20,178	27,570	(14,300 - 32,700)
Western	23,785	33,151	(16,500 - 44,200)
National	20,330	28,407	(12,700 - 44,200)

Respiratory therapist

	Average minimum		Average maximum		Range
	1988	1987	1988	1987	1988
	$	$	$	$	$
Northeastern	19,264	19,057	25,698	24,614	(15,000 - 31,000)
Southern	18,983	17,755	26,173	25,330	(13,500 - 33,500)
North Central	18,914	17,627	25,408	23,544	(15,700 - 29,700)
Western	20,385	26,000	28,251	27,929	(14,100 - 34,600)
National	19,316	18,800	26,242	25,236	(13,500 - 34,600)

Pharmacist

	Average minimum		Average maximum		Range
	1988	1987	1988	1987	1988
	$	$	$	$	$
NE	28,388	26,713	37,914	34,210	(21,300 - 48,800)
S	29,623	26,663	42,123	38,505	(22,100 - 56,300)
NC	28,226	26,370	38,120	36,441	(24,200 - 43,400)
W	32,875	31,883	44,375	42,420	(25,500 - 59,900)
N	29,575	27,829	40,475	37,494	(21,300 - 59,900)

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Do you pay more for a BSN than a diploma or an ADN?

	Yes			No		
	1988	1987	1984	1988	1987	1984
	%	%	%	%	%	%
Northeastern	29	29	43	70	69	51
Southern	20	17	28	80	83	69
North Central	24	15	33	73	83	65
Western	30	18	23	66	79	69
National	26	22	33	72	77	63

RECRUITER

What is your annual salary?

	Average				Range
	1988	1987	1984	1980	1988
	$	$	$	$	
Northeastern	31,295	31,239	26,858	18,322	(13,500-50,000)
Southern	29,623	29,808	26,085	18,014	(13,100-49,000)
North Central	30,154	29,944	26,963	19,516	(13,500-42,000)
Western	34,526	34,029	30,409	21,504	(22,000-53,000)
National	31,285	31,167	27,224	19,019	(13,100-53,000)

What percent of your time is spent on recruitment?

	Average				Range
	1988	1987	1984	1980	1988
	%	%	%	%	%
Northeastern	75	74	63	74	(10-100)
Southern	73	63	56	72	(10-100)
North Central	74	74	53	73	(8-100)
Western	67	68	52	78	(8-100)
National	73	71	57	73	(8-100)

What percent of your time is spent on retention?
(1988 only)

	Average	Range
	%	%
Northeastern	21	(1-50)
Southern	23	(0-60)
North Central	21	(0-60)
Western	23	(2-60)
National	22	(0-60)

Which positions are covered by your recruiting?

	RN		LPN/LVN		Therapists Physical, Occupational, Respiratory		Nurses Aides/ Orderlies		Ward Clerk/ Unit Secretary		Pharmacist		Medical Technician		Physician		Other	
	1988	1987	1988	1987	1988	1987	1988	1987	1988	1987	1988	1987	1988	1987	1988	1987	1988	1987
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	96	97	76	74	24	25	62	65	49	44	22	24	23	19	4	15	27	19
Southern	94	97	88	86	32	29	67	51	58	49	33	26	29	23	3	11	41	26
North Central	98	100	76	75	36	25	56	55	51	50	32	30	24	23	5	-	41	20
Western	96	94	86	82	12	30	72	70	70	55	16	27	16	24	6	12	34	24
National	96	98	81	78	27	27	64	61	56	48	26	26	23	22	4	14	35	22

Other positions (National) more than 4 mentions: Technical professionals (31), all hospital depts. (12), executive/mgmt. (9), social workers (7)

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How long have you held this job?

	Average # months			Range
	1988	1987	1984	1988
	#	#	#	#
Northeastern	37	52	42	(2-360)
Southern	34	42	33	(1-264)
North Central	66	57	48	(2-216)
Western	39	61	40	(1-156)
National	43	53	41	(1-360)

How long have you been engaged in recruiting?

	Average # months			Range
	1988	1987	1984	1988
	#	#	#	#
Northeastern	59	63	56	(2-360)
Southern	50	50	43	(4-204)
North Central	74	71	54	(2-240)
Western	57	72	52	(5-120)
National	59	64	51	(2-360)

What is your title? (5 or more mentions)

	Nurse Recruiter			Nurse Recruitment/ Resource/Employ. Coord., Dir., Mgr.		Employment Mgr., Dir. Coordinator			Nurse Recruitment & Retention Dir., Coordinator, Mgr.			Prof. Health Care Recruiter/ Recruiter	
	1988	1987	1984	1988	1987	1988	1987	1984	1988	1987	1984	1988	1987
	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	37	32	48	16	19	10	13	4	7	9	11	9	4
Southern	32	23	38	12	14	9	11	4	5	3	17	20	17
North Central	22	35	37	12	15	20	13	10	3	8	17	15	8
Western	42	21	29	14	9	12	12	12	8	18	25	-	6
National	33	29	40	14	15	13	13	7	6	9	16	11	8

	Personnel-Specialist, Coordinator, Director			Nursing Admin. D.O.N./Assistant			Human Resource Spec./Coord./Mgr.	Coordinator	Other			No Answer		
	1988	1987	1984	1988	1987	1984	1988	1988	1988	1987	1984	1988	1987	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	2	10	11	-	4	4	5	7	2	3	5	2	4	2
Southern	9	6	7	3	17	12	2	5	3	3	12	3	6	3
North Central	5	8	5	3	-	4	5	2	5	13	19	7	3	2
Western	6	9	8	2	9	6	6	6	2	12	10	2	3	2
National	5	9	8	2	7	6	4	5	3	7	11	4	4	2

What is your educational preparation for nurse recruiter? (Highest level indicated)

	Associate Degree				Diploma			Bachelor's Degree				Master's Degree				Other			
	1988	1987	1984	1980	1988	1987	1984	1988	1987	1984	1980	1988	1987	1984	1980	1988	1987	1984	1980*
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	7	9	11	10	10	6	14	60	56	42	70	21	28	30	8	1	-	-	26
Southern	2	9	7	16	12	6	14	70	66	60	52	15	14	14	12	-	3	1	35
North Central	12	8	13	14	19	23	18	51	63	51	60	10	3	14	4	3	-	2	38
Western	18	15	6	19	8	9	16	56	39	49	50	16	27	21	19	-	6	2	22
National	9	10	10	14	12	10	16	60	56	50	57	16	19	20	10	1	2	1	32

*1980 figures include diploma nurses

Are you an RN?

	Yes				Male				Female			
	1988	1987	1984	1980	1988	1987	1984	1980	1988	1987	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	83	78	83	64	6	7	4	10	88	87	93	88
Southern	76	69	78	58	12	3	11	19	83	86	87	80
North Central	64	75	75	75	10	10	6	13	80	85	92	84
Western	80	64	80	88	6	9	8	6	84	88	92	94
National	76	73	79	68	9	7	7	13	84	86	91	85

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What is being done locally to promote nursing as a career?

	Northeast	South	North Central	Western	National
	%	%	%	%	%
Approaches to potential students at:					
(Career days, visits, etc.)					
High schools	37	28	19	38	31
Junior high/middle/elementary	20	11	12	16	15
Colleges	2	2	-	8	3
Hospital Open Houses, etc. for prospective students	6	3	-	-	4
Scouts, explorers, others	2	6	7	4	5
Approaches to Adults					
Guidance Counselor programs/activities	18	6	10	22	14
PTA, women's groups, malls	2	2	3	-	2
By Whom					
Task forces (CT,NJ,MD,AR,OH,WI,IA,MI,IL,IN,CA,WA)	9	2	15	4	7
Hospital Committee/Assoc./Council	6	5	5	8	6
Recruitment Association/Coalition	2	5	12	8	6
What is being done					
Advertising, image campaign, media awareness	5	23	12	24	15
Newspaper articles	4	5	-	4	3
TV Programs/video tapes/radio	4	6	2	6	4
Tours, exhibits	1	3	2	6	3
Speakers bureau	5	3	8	6	5
Various promotions	-	5	8	-	3
Handbook, brochures	1	5	-	4	2
Other methods	5	5	-	-	3

What are your predictions for trends in hospital staffing over the next two years? - Summary

	Northeast	South	North Central	Western	National
	%	%	%	%	%
Shortage will get worse, vacancies will increase/ openings will be hard to fill	18	20	32	20	22
Shortage will spread to allied health	2	6	-	-	2
Decline/fewer RNs	6	12	3	10	8
More FTE RNs/LPN needed (due to acuity)	2	6	3	4	4
All RN staff	-	5	3	-	2
Changes in staffing mix/delivery of health care system	5	11	5	14	8
Increased use of agency personnel	1	3	2	-	2
Increases in other staff such as:					
LPN/LVNs	12	17	17	12	14
Ancillary services/helpt	11	8	12	6	9
Nursing aides	10	6	2	6	6
Non professionals	6	-	5	6	4
RNs responsibility will increase, becoming patient case manager in charge of others	6	2	2	4	4
More decentralization/return of team nursing	2	2	3	6	3
Flexible scheduling/alternate staffing options a must	11	6	8	24	12
Increased salary	5	6	7	12	7
Increased benefits	1	5	5	8	4
Increased focus on retention	-	6	3	6	4
Other (less than 3 mentions nationwide)	10	11	22	16	14
No answer	32	22	31	22	25

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We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Please take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

NAHCR
National Association For Health Care Recruitment
P. O. Box 5769
Akron, Ohio 44372

Does the survey provide you with information that is useful?

	Yes	No
for you	[]	[]
for your administration	[]	[]
other (please specify)		

_____

Is the information presented in an easily understood form?

[] Yes [] No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____